

~~CONFIDENTIAL~~

MEMORANDUM TO: Assistant Deputy Director (Administration)

FROM : Organization and Methods Service

SUBJECT : Staff Study of the Testing, Assessment and Psychiatric Programs in CIA

- all after case history*
1. Problem - To analyze the mission and functions of the Psychiatric Program of the Medical Office, the Assessment Program of the Office of Training and the Testing Program of the Personnel Office.
  2. Assumptions - There are no definitions of psychology and psychiatry which are universally accepted by the membership of both professions.
  2. Facts Bearing on the Problem.

A. As indicated in Tab A, there are three organizational elements performing significant rolls relative to the problem under study. There are, in these three organizational elements, <sup>38</sup>37 persons on board against T/O slots totaling 67. In addition, there are unknown numbers of personnel in CIA who are carried against slots not specifically labeled as psychologists or psychometrists, but performing duties which relate to the three major organizational elements mentioned in the problem above.

B. The Assessment and Evaluation Staff, Office of Training, exists primarily (see Tab B) for the purpose of rendering close psychological support to the Office of Training. Its secondary mission is to render psychological assessment support to the Clandestine Services. The Organization's Research and Validation Branch exists largely to conduct research which will eventually validate the activities of the other two Branches within the Staff. The Training Evaluation

Branch exists primarily for the purpose of rendering psychological consulting services to instructors on training matters. The

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Assessment Branch conducts psychological tests and assessments for the Clandestine Services. These two-day assessments go beyond aptitude and proficiency testing and into such matters as stress interviews and situation testing. The Assessment process is designed to take into consideration those factors relative to the prediction of success in a specific job. These include intelligence, interests, motivations, social skills, leadership ability, temperament, *and* attitudes, ~~and personality~~. Reports are rendered to the organization requesting the assessment. One day assessments are given to Junior Office Trainees. The entire assessment process is operated as a service upon request and its recommendations are non-definitive in character. Consideration is being given to an assessment service for all of CIA; the desirability of assessments for cases before the professional Selection Panel; assessments prior to extensive training; and assessments to support career service retention determinations.

C. The Testing and Evaluation Division of the Personnel Office (Tab C) provides an Agency departmental aptitude and proficiency testing service for applicants and employees in the GS-2 to GS-9 range. These tests may be divided into two groups of clients-- clericals and junior professionals. The testing is done on a high-volume, group basis, using standard and commercially available tests. Referrals come largely from departmental Placement Officers and Recruitment Officers, both departmental and field. Some testing is done in the field by Recruitment Officers. No interpretations of test scores are made by the Testing and Evaluation Division.

These are made largely by Placement Officers. This necessitates that the Division instruct Recruitment and Placement Officers in the giving, use and interpretation of tests. The research, validation, follow-up and interpretation activities of this organization need professional attention in order to remedy the situations mentioned in Tab C.

D. The Psychiatric Division of the Medical Office has authority to establish, develop and maintain an Agency-wide, ~~universal and definitive~~ psychiatric program. This authority includes the right to accept or reject on the basis of emotional suitability ~~and~~ applicants for employment; all employees on duty who undergo psychiatric diagnosis--including those being considered for overseas assignments. Certain psychological tests are sometimes necessary in the course of diagnosis and care. These tests are to be made by psychologists and psychometrists on the T/O of the Psychiatric Division.

E. The miscellaneous tests of a technical character conducted by the Security Office, the Office of Communications and the Office of Operations are discussed in Tab E. Inasmuch as these tests appear to be proper functions of operating Offices, decisions relative thereto would not affect the major issues involved in this study. It was noted during the study that little coordination, research and validation of a formal character exists with respect to technical testing.

34. Discussion.

There are certain basic differences among the three major programs which must be examined by representatives of the professions concerned in order to clarify program scope and objectives. The Psychiatric Division contemplates definitive judgment on a ~~422000200200023-1~~ with

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respect to emotional suitability. The Assessment and Evaluation Staff of the Office of Training offers a non-definitive program which is largely Departmental in character. The tests given by the Testing and Evaluation Division of the Personnel Office are largely definitive in nature but the Division ~~ex~~<sup>x</sup>ercises no definitive judgment; and its activities are Departmental in scope.

The Office of Training is engaged in personality testing which includes motivation, initiative, intelligence, emotional stability, social relations, leadership, security, and other traits where necessary. Deprived of the right to assess for emotional stability, evaluations of the other personality traits would become meaningless because each of these traits must be weighed heavily against emotional stability. This in turn duplicates to an undetermined degree the work done by the Psychiatric Division in emotional suitability determinations. However, the psychologists within CIA are not authorized to treat emotional disturbances whereas psychiatrists are.

Academic definitions of psychology, psychiatry and assessment are of no avail in solving the problem because of the numerous definitions and interpretations available. Reviews of prior experience certainly should constitute a reasonably valid means of determining experience qualifications for projected assignments for most Headquarters and Headquarters type jobs. Testing and brief assessments should provide data sufficient to evaluate the junior and would-be professionals. Testing currently covers the clerical qualifications of applicants and employees. CIA, of necessity, employs persons who are to be utilized on assignments completely foreign to their past experiences. There is no better alternative <sup>to</sup> than <sup>^</sup>fully assess this latter type. This assessment should include personality testing and a psychiatric examination. Both are now being

done, but in two different organizations. This entails some duplication, but it can be argued that the predictive fallibility of both psychiatry and psychology is such as to warrant it. The power of decision rests with the Medical Office. Therefore, all information gleaned during the assessment process which points toward emotional instability should be turned over to the Medical Office for action. In order to avoid conflicting viewpoints this exchange of information should occur before a final assessment report is rendered. This means that the assessment reports alleging emotional instability should be referred to the Psychiatric Division for approval and confirmation through diagnosis before a final report is released to the operating office.

Assuming that the Agency's basic organizational structure remains unchanged, there is no perfect organizational solution to this overlap of the Medical Office and the Office of Training in the field of emotional stability appraisal. Transfer of all or part of the Assessment and Evaluation Staff, Office of Training to the Medical Office would deny the Office of Training the close assessment support which it needs for its students in training, or it would result in further assessment duplications. Contrariwise, only the Medical Office can finally adjudicate emotional suitability.

The Testing and Evaluation Division of the Personnel Office is doing little in its clerical testing which seems improper or duplicates that done elsewhere in the Agency. Its testing of junior professionals functionally duplicates the testing of Junior Officer Trainees by the Office of Training; but there is no duplication among cases because they stem from different sources. A small amount of research is conducted by the Personnel Office which could duplicate that done by the Office of Training. There is some question regarding the exact extent to which testing should be done in selecting applicants for

employment. The application and interpretation of test results is open to question. These latter two questions must be given professional evaluation before answers can be found.

45. Conclusions.

- A. There is not sufficient duplication at present among the Agency's organizations dealing in testing, assessment and psychiatry to warrant major organizational changes at this time.
- B. As the psychiatric program expands, it will become increasingly more desirable to have effective coordination among the Agency's testing, assessment and psychiatric activities.
- C. If the Agency's testing or assessment programs expand, duplication between the two will increase unless carefully coordinated and controlled, and such expansion could make it highly desirable to place all testing and assessment under the control of one organization.
- D. The scopes, purposes and objectives of all testing and assessment in CIA need clearer definitions than presently exist. This requires exhaustive professional study, research and validation, and policy considerations.
- E. Future program plans and current deficiencies make it highly desirable to establish a means of coordinating the Agency's testing, assessment and psychiatric activities.

56. Recommendations.

It is recommended that:

- A. The Medical Office, as is now the case, continue to be charged with responsibilities for definitive judgments on emotional suitability throughout CIA.
- B. A high level of coordination between the Medical Office and the Assessment

and Evaluation Staff of the Office of Training, be assigned additional responsibility on a permanent basis for the functions proposed ~~and explained~~ in Tab F.

- C. The Official so appointed, with support from the Organization and Methods Service, begin a series of studies to determine how CIA can best utilize testing and assessment.
- D. During the studies recommended in 6+C above, provide arrangements to establish appropriate clerical testing by and under the jurisdiction of the Personnel Pool; and transfer any junior professional testing remaining to the Office of Training, thereby eliminating the Testing and Evaluation Division, Personnel Office as a separate organizational element.

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↓ Annexes: Tabs A, B, C, D, E, F.

Tab A Chart

Tab B Notes on the Assessment and Evaluation Staff, Office of Training

Tab C Notes on the Testing and Evaluation Division, Personnel Office

Tab D Notes on the Psychiatric Division, Medical Office

Tab E Notes on the Interrogation Research Branch, Security Office

Tab F Proposed Functions, Testing and Assessment Coordination ~~or~~

Concurrences:

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Office of Training

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Date

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Medical Office

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Date

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Personnel Office

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Date

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Office of Communications

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Date

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Office of Operations

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Date

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Security Office

\_\_\_\_\_  
Date

\_\_\_\_\_  
Deputy Director (Plans)

\_\_\_\_\_  
Date

Action by approving Authority:

Date \_\_\_\_\_

Approved (disapproved), exceptions, if any.

Signature \_\_\_\_\_

Deputy Director (Administration)